

# Conceptual Perspectives of Transformational Leadership: An Overview

Mir Mokaddesh Ali

Assistant Professor, Institute of Business Administration (IBA), University of Rajshahi, Bangladesh

DOI: <https://doi.org/10.47772/IJRISS.2026.10200046>

Received: 04 February 2026; Accepted: 09 February 2026; Published: 23 February 2026

## ABSTRACT

Organizational leadership has become increasingly crucial in today's rapidly changing environment and is seen as a key success component. Transformational leadership is one of leadership styles that have attracted much attention because of its capacity to motivate the people who follow it, stimulate creativity and initiate change in the organizations. This paper seeks to analyze the essence, central features, uses, and weaknesses of transformational leadership by use of a systematic review of literature available. As a review-based research, the paper drew on the research results of peer-reviewed journal articles, governmental reports and industry publications and accessed databases like Google Scholar, Web of Science, and Scopus. It is disclosed in the literature that transformational leadership has a positive impact on employee motivation, commitment, innovation, and organizational performance through creating a shared vision and enhancing relationships between leaders and their followers. Transformational leadership has four key elements; idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, which are crucial towards improving both individual and group-level performance. Nevertheless, the review also reveals a number of issues related to this type of leadership such as ethical issues, the danger of abusing power, excessive dependence on charismatic leaders, and the lack of concentration of the current research on short-term results. The results suggest that further studies with a focus on exploring the long-term effects of transformational leadership on organizational sustainability, employee welfare, and performance are necessary. In general, this review can conclude that transformational leadership is still an effective and topical form of leadership.

**Keywords:** Transformational leadership, Performance, Employees, Behavior, Vision.

## INTRODUCTION

Organizations nowadays often struggle in a business environment marked by uncertainty and unpredictability due to ongoing technological, social, political, and economic advancements (Muhdar et al., 2022). Strong leaders who can respond to these uncertainties by making changes that are likely to have an impact on the organization are needed in this type of setting (Hassan et al., 2022). Organizations must constantly adapt and go through a significant transformation in order to reinvent themselves (Fourie, 2022). Chandan (2001) defines leadership as the skill of persuading and inspiring followers to carry out their duties voluntarily, competently, and enthusiastically in order to accomplish group objectives.

According to Desky et al. (2020) and Kadiyono et al. (2020), leaders must be able to build strategies, create visions, and use their influence positively on their subordinates in order to function at a high level (Odumeru & Ifeanyi, 2013). Furthermore, according to Kadiyono et al. (2020), leaders have the ability to raise the requirements of their followers and match their vision for the future with their own. Over the past few decades, there has been a dramatic change in leadership style. The majority of organizations now choose a more transformational leadership viewpoint above a transactional leadership vision, which incorporates a task-oriented approach (Abbas & Ali, 2021).

Ahmad et al. (2022) assert that transformational leadership is crucial to an organization because it has a positive impact on followers and enhances motivation, morale, and performance through idealized influence, intellectual stimulation, individual consideration, and inspirational motivation. According to Avolio and Bass (2004),

transformational leadership describes leaders who inspire their people to go above and beyond expectations by changing their values, needs, aspirations, and priorities. According to Mayastinasari and Suseno (2023), the term "transformational" also describes a leader's ability to persuade subordinates to prioritize collective significance, increase awareness of the value of work accomplishments, and elevate subordinates' demands to a greater degree in order to improve quality of life.

According to Rawashdeh (2023), a transformational leader is known for their creativity, problem-solving skills, and willingness to take risks, consideration of employee expectations, confidence, and ability to inspire and motivate others. Organizations may gain a competitive edge when transformational leadership elements are combined with other leadership behaviors. Making use of this competitive edge can greatly aid in strategic competitiveness and increase both immediate and long-term profits. In actuality, the likelihood that a business will be able to overcome global economic issues in order to reach superior and satisfied performance will be decreased in the absence of effective transformational leadership (Eskandari, 2014).

In the topic of transformative leadership, a significant research gap is the need for more thorough and context-specific studies. Although previous research has demonstrated the beneficial effects of transformational leadership on a range of organizational outcomes, little attention has been paid to how transformational leadership's efficacy differs among distinct industries, cultures, and organizational sizes. Research examining the possible border conditions and moderating elements that can affect the relationship between transformational leadership and its results is also lacking. Different leadership styles are also confusing. Research on conceptual views has rarely included details regarding transformative leadership. This study tries to explain the core concept, characteristics, applications and drawbacks of transformational leadership style through a lot of relevant theoretical literature and previous empirical research.

## **METHODOLOGY**

According to Creswell & Creswell (2017), methodology plays an important role in any study to enable the researchers to identify the right tools, techniques and procedures to collect and analyze data. This paper is completely a review paper. This review paper employs a systematic approach to collect, analyze, and synthesize existing literature on different leadership styles particularly transformational leadership. The methodology includes an extensive literature search using Google Scholar, Web of Science and Scopus focusing on peer-reviewed articles, government reports, and publications from the last decade. Keywords like "leadership" "leadership styles" "transformational leadership" "performance" "employees behavior" were used to identify relevant studies.

## **LITERATURE REVIEW**

### **Transformational Leadership:**

The idea of transformational leadership was first presented by Downton (1973), and it was later popularized by political scientist James McGregor Burns (1978) in his leadership book that won the Pulitzer Prize. According to Burns, transformative leadership is a process in which followers and leaders help one another achieve greater levels of motivation and inspiration. Burns stated that there are behavioral and characteristic differences between management and leadership, even if he admitted that it could be difficult to do so. He created two ideas: transactional leadership and transformational leadership. Additionally, he said that the transformative technique significantly alters people's and organizations' lives. Employee expectations, aspirations, attitudes, and values are all altered.

The work of Burns (1978) was expanded upon by another researcher, Bernard M. Bass (1985), who similarly used the term "transformational" rather than "transforming" to describe the psychological factors underlying transforming and transactional leadership. Bass expanded on Burns's (1978) original ideas to help explain how transformational leadership affects follower motivation and performance as well as how it may be monitored. A leader's impact on their followers is the primary indicator of how transformational they are. According to Bass

and Avolio (1994), followers of transformational leaders experience trust, adoration, loyalty, and respect for their leader. As a result, they are willing to put in more effort than they had anticipated.

Through academic stimulation, personal consideration, and idealized influence (formerly known as charisma), the leader inspires and transforms followers. Through academic stimulation, personal consideration, and idealized influence (formerly known as charisma), the leader inspires and transforms followers. Furthermore, this leader inspires people to think of fresh and original ways to question the status quo and change the surroundings in order to facilitate achievement (Bass, 1998).

The following table (Table 1) illustrates the definitional aspects of transformational leadership:

Table: 1 Definition of Transformational leadership

<b>Authors</b>	<b>Definition</b>
Omnia Mind (2023)	Transformational leaders strive to ensure that their employees develop their skills and abilities by coaching and mentoring them to achieve maximum self-realization.
Susanto et al., (2023)	Transformational leadership is a form of leadership style that aims at motivating and inspiring followers in order to achieve their full potential.
Affandie & Churiyah (2022)	Transformational leader is innovative, problem solving, willing to risk the prosperity of the organization, mindful of the needs of employees, self-confident, inspirational motivating and more.
Jaroliya & Gyanchandani, (2022)	Transformational leader is a person who is pro-active, motivates and liberates the teams towards the realization of the set goals, by applying new knowledge and code of ethics.
Wen et al., (2019)	Transformational leadership enhances employee development and processes based on commitment founded on trust and expectations.
Northouse (2019)	Transformational leadership is identified by the capability of inspiring and motivating followers to achieve their maximum potential rather than focusing solely on organizational goals.
Jensen & Bro (2018)	Transformational leaders direct and stimulate employee mindfulness by articulating a vision that heightens awareness of organizational values, goals, and performance.
Anderson et al., (2017)	Transformational leaders make their followers share a common vision of specific objectives and performance standards set by the organization, as well as enable the followers to attain it.
Warrilow (2012)	Transformational leadership theory concerns leadership that brings positive changes among followers, encouraging them to work in the interests of peers and the entire group.
Srivastava (2011)	Transformational leadership is a process of influencing followers to new height of motivation and performance by increasing their awareness on the significance of similar goals and values that direct those goals, and engaging their superior level needs and moral values.
Liden et al. (2008)	Transformational leadership may be allowed to have the attributes of servant leadership, i.e. empowerment of followers, growth and development.
Robbins & Coulter (2007)	A transformational leader motivates, encourages, and transforms followers to achieve unprecedented results.

Avolio & Gardner (2005)	Transformational leadership has been found to be a style of leadership that does not solely concentrate on the achievement of organizational objectives but also ensures the promotion of ethical conduct and decision making.
Barbuto, (2005)	Transformational leaders challenge the assumptions and beliefs and challenge the followers to be innovative and creative in their approach to old problems in new ways.
Stone, Russell & Patterson (2003)	The transformational leader communicates the vision in an attractive and understandable way, demonstrates how followers can achieve the visions, behaves decisively and optimistically, shows faith on the followers, is symbolic with changing behaviors, and is a servant leader who inspires the followers to accomplish the vision.
Swail (2003)	The transformational leaders who build and articulate a vision and feel of strategy are the leaders who identify feasible and straightforward means to break the barriers, care about the qualities of the services offered at their organization, and make others regard the same.
Bass & Steidlmeier, (1999)	The moral character of executives and their interests in self and other persons based on the morality of practices and moralities of social ethical decision-making and moral action towards social ethical decisions and action in which the executives and their followers partake and attain enriching results collectively.
Bass, 1985; Yukl, 1999	This is the effort to affect key alterations in the attitudes, beliefs, and values of followers to an extent that organizational objectives and vision embodied by the leader are internalized and the performances of follower surpass expectations.
Thomas & Velthouse (1990)	The ability of leader to ensure performance of employees beyond expectations, may prove more benefitting and useful in increasing one's ability to inspire performance intrinsically.

**Components/ Determinants of Transformational Leadership**

Transformational leadership has four components which are: (i) idealized influence, (ii) inspirational motivation (iii) intellectual stimulation, and (iv) individualized consideration (Bass, 1990). The following figure (Figure 1) illustrates the four components of transformational leadership.

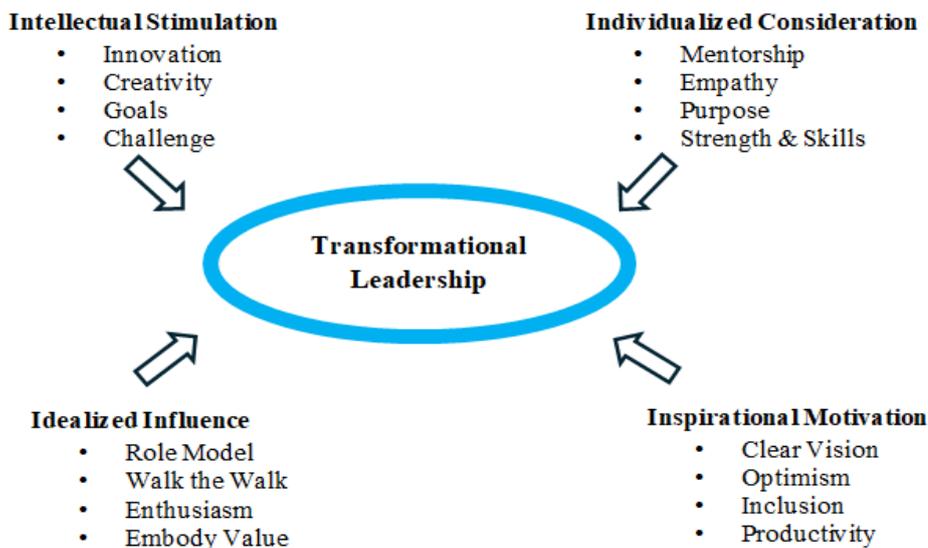


Figure 1: Components of Transformational Leadership

Source: Bass, Avolio, & Atwater (1996)

**Idealized influence** is the extent to which followers recognize the value, confidence, belief, power, and ethical or moral orientation of leaders; their readiness to connect with these qualities; and a shift from self-interest to greater group objectives (Antonakis and House, 2002). Idealized influence is demonstrated by a leader who effectively provides an accurate sense of mission and appropriately visualizes it (Khan et al., 2020). It is about establishing trust and confidence and setting an example for followers to follow (Bono & Judge, 2004; Simic, 1998; Stone, Russell & Patterson, 2003). It is obvious that charisma and idealistic influence are related (Gellis, 2001, p. 18). Transformational leadership includes charismatic leadership, which is expressed by both leaders and followers (Kelly, 2003).

**Inspirational motivation** is the process by which leaders explain their objectives in order to inspire and encourage subordinates to achieve desired goals (Antonakis and House (2002). According to Rafferty and Griffin (2004), inspirational motivation is a leadership approach that addresses the emotional characteristics of workers, fosters self-assurance in workers over their work, communicates effectively, and gives real feedback. They urge followers to integrate into the general atmosphere and culture of the company (Kelly, 2003; Stone, Russell & Patterson, 2003). This could be accomplished by publicizing successful achievements, encouraging teamwork, and delivering inspirational speeches, talks, and other public shows of optimism and enthusiasm (Simic, 1998).

**Intellectual stimulation** describes the effort of leader to motivate and encourage his employees to be more adaptive and follow new technical approaches according to the varied situation. (Bednall et al., 2018). It refers to leaders who challenge the status quo and underlying assumptions, encourage followers to do so, and are open to new and creative solutions to problems (Antonakis & House, 2002). In addition, it involves arousing and changing followers' awareness of problems and their capacity to solve those problems (Bono & Judge, 2004; Kelly, 2003). Transformational leader empowers followers by persuading them to propose new and controversial ideas without fear of punishment or ridicule (Stone, Russell & Patterson, 2003).

**Individual consideration** describes a leader's support for each follower. It might involve coaching and training, assigning work based on each person's level of proficiency, and performance monitoring (Yukl, 1999). It entails attending to followers' particular, distinct needs in order to incorporate them in the organization's change process (Simic, 1998). Individuals are treated differently and individually according to their skills and knowledge (Shin & Zhou, 2003), with the goal of enabling them to attain greater levels of success than they might have otherwise (Chekwa, 2001; Stone, Russell & Patterson, 2003).

Together, the four main dimensions of transformational leadership are interdependent; they must co-exist; and they are held to have an additive effect that yields performance beyond expectations (Gellis, 2001; Hall, Johnson, Wysocki & Kepner, 2002; Kelly, 2003).

### Characteristics of Transformational Leadership

The transformative leadership style is characterized by a high level of coordination, collaboration, and communication between the leader and the followers. The following table (Table 2) illustrates key characteristics of transformational leadership.

Table 2: Characteristics of transformational leaders

Characteristics
Clear sense of purpose, expressed simply (e.g., metaphors, anecdotes)
Value-driven (core values with congruent behavior)
Strong role model
High expectations
Persistent

Self-knowing
Perpetual desire for learning
Loves work
Lifelong learner
Identifies as a change agent
Enthusiastic
Able to attract and inspire others
Strategic
Effective communicator
Emotionally mature
Courageous
Risk-taking
Risk-sharing
Visionary
Unwilling to believe in failure
Sense of public need
Considerate of employees' personal needs
Listens to all viewpoints to foster cooperation
Mentoring-oriented
Able to deal with complexity, uncertainty, and ambiguity

Sources: Bass (1990a); Cox (2001); Hall, Johnson, Wysocki & Kepner (2002); Lussier & Achua (2004); Stone, Russell & Patterson (2003); Tichy & Devanna (1986)

The following figure (Figure 2) illustrates the behaviors of transformational leadership:



Figure 2: Behaviors of Transformational Leaders

Source: Bass (1985); Bass & Avolio (1994); Yukl (2013).

## Significance of Transformational leadership:

According to Bass (1994), transformational leadership facilitates the understanding of employee interests, values, and motivation levels by assisting employees in achieving work goals and motivating them to adjust to new organizational procedures and environmental changes. Yukl (2013) and Northouse (2016) define transformational leadership as having a profoundly personal impact on followers' beliefs, aspirations, and perspectives on work and events. Furthermore, it leads to increased levels of performance, motivation, trust, cohesion, and commitment in certain organizational settings (Avolio et al., 1999). According to Sušanj and Jakopec (2012), it is also referred to as the capacity to inspire an employee to perform extra tasks that are not generally included in their job description.

According to Kark et al. (2003), transformational leadership can take the form of turning an employee into a leader by giving them chances for independence and career empowerment. According to Avey et al. (2008), transformational leadership entails motivating employees in three ways: boosting their degree of autonomy and self-assurance; fostering social cohesion within the workplace or organization; and connecting the organization's values with their own. In light of the interest in teamwork, this model is based on a number of factors, the most crucial of which are encouraging employees to develop a long-term shared vision, seeking change and organizational development required by adopting a flexible leadership style that enables all external variables, providing a healthy working environment, and encouraging dialogue between different managerial levels (Negussie & Demissie, 2013). Additionally, transformational leaders push their followers to think critically and imaginatively. By doing this, followers can find solutions to issues they never would have imagined. A new mindset that leads to a can-do attitude and, ultimately, a cultural shift is produced by challenging the conventional ways of doing things (Schein, 2004).

Improved communication and enabling both the leader and the follower to focus their own efforts on achieving identical organizational goals are two aspects of transformational leadership (Konorti & Eng, 2008). Furthermore, the leader can serve as a mentor to many of the followers thanks to this two-way communication mechanism and personalized attention. According to Podsakoff et al. (1990), transformational leaders develop sentiments of trust and pleasure with their followers by attending to their needs and treating each follower as a unique individual.

In support of Klein and House's (1995) claim that transformational leadership theory is actually a meso theory—a theory that cuts across organizational levels—Wang et al. (2011) demonstrated that transformational leadership has positive relationships with performance not only at the individual level of analysis but also at the team and organizational levels (Dansereau et al., 2006). In addition to influencing individual and team processes and performance, transformational leaders can also have an impact on organizational cultures, systems, and strategies (Jung et al., 2003; Liao & Chuang, 2007).

According to certain study (Dirks & Ferrin 2002, Colquitt et al., 2007), followers' faith in the leader and value congruence are both important factors in the relationship between transformational leadership and performance.

For instance, in a study of research and development teams, 67% of employees' assessments of trust in their leaders were predicted by consulting team members when making decisions, conveying a shared vision, and having common values with the leader (Bligh, 2017). Instead than concentrating only on completing tasks, transformational leadership entails encouraging and motivating staff members to reach their greatest potential (Cooper & Finkelstein, 2021).

Susanto et al. (2023) claim that transformative leadership has a substantial and positive impact on job satisfaction and engagement. A meta-analysis of 144 studies revealed a positive correlation between transformational leadership and job satisfaction (Judge & Piccolo, 2004). According to a different study by Barling et al. (2011), transformational leadership can result in increased levels of performance and productivity as well as better employee engagement, job satisfaction, and organizational commitment. In a similar vein, Jaroliya & Gyanchandani (2022) contend that there is a robust and favorable correlation between team performance and transformational leadership style, which raises organizational productivity.

According to a study by Tepper (2018), team members who are led by transformational leaders exhibit positive behavior, especially while they are experiencing extreme discomfort at work. Specifically, transformational leaders prioritize "vision" and having a "shared" direction with their team members rather than using traditional methods of influence (Wang, 2014; Khan, 2017; Thomas, 2017). The skill of persuading, motivating, and encouraging team members to think creatively is possessed by transformational leaders (Fernet, 2015). According to Polychroniou (2009), transformational leaders have the capacity to inspire followers to work more diligently and beyond expectations for the good of the team. As a result, followers of transformational leaders are more committed to the team's work, which eventually leads to cooperation, improved functional knowledge, and improved functional methods. Team performance would be enhanced overall (Strauss, 2009). Additionally, they redefine the administrative environment so that team members can fully focus on different facets of their work (Thomas, 2017).

In corporate contexts, transformational leaders are also crucial in igniting enthusiasm. Employees that are passionate about their work feel much better and are able to create more. Transformational leaders are charismatic people, according to research articles by Brighouse (2003) and Brown (1994).

They have an additional quality that helps inspire others and bring out the best in the workers. Research by Conger (1999) and Ibarra (1993) expressed substantial support for transformational leadership strategies. They maintained that those leaders are essential to succeed, especially in the contemporary times. The style is distinctive and has a higher chance of succeeding in today's dynamic corporate environments. This is because transformational leaders are bold, calculating risk-takers, thoughtful change makers, charismatic appeals, astute psychologists, positive reinforcers, and unquestionably composers of organizational rhythm (Spreitzer et al., 2005).

The greatest achievement of transformational leaders is their ability to convince staff members that their personal interests are closely aligned with those of the organization as a whole (Bose & Haque, 2011). Their personal interests will be automatically fulfilled if they can assist the organization in achieving its overarching goals (Gill et al., 2006 & Crawford et al., 2003).

### **Criticism of Transformational Leadership Models**

This leadership technique has far-reaching application and benefits and vast potentials as opined by above mentioned literatures. Nevertheless, management literatures reveal the existence of many management literatures, which imply that it certainly is not pitfall-free. It is not true to say that transformational leadership is beyond any suspicions and criticisms or angel like. Just like plenty of management and leadership theory transformational leadership possesses its negative aspects too (Stuart-Kotze, 2003). The ethical issue surrounding transformational leadership has raised concerns, particularly the libertarians and the organizational development consultants (Griffin, 2003). One of the criticisms is that in it the use of transformational leadership can lead to the abuse of power (Hall, Johnson, Wysocki & Kepner, 2002).

Transformational leaders, as it has been noted by Stone and al., (2003) are people who have a very strong influence on the followers who present them with trust and respect. There are also leaders who might be narcissistic and survive on power, and manipulation. Furthermore, certain followers could be dependent in nature and establish close and unlucky relationships with their leaders (Stone et al., 2003). Transformational leaders encourage followers by arousing strong emotions irrespective of the end effects on the followers and they do not necessarily focus on promoting positive moral values (Hay, 2006). In their works (Ciulla, 1995., Matteson & Irving, 2006) opined that transformational leaders are pioneers of changes but unless it is backed by moral backgrounds no one can say that changes are occurring not only to the benefits of the organization but also to employees who will receive some benefits in the process. It is not always a very fair game, and both employees and leaders can be playing the game and all the credits and harvests can be taking the pockets of the leaders in these situations.

Some researchers (Yukl 1999, Templeton and Snyder, 2000) also came out with the critical argument in opposition to the ambiguous term of use, influence. They have challenged the application of such a concept in support of elaborative efficiency of the theory. It has been argued that transformational theory linked with

influence concept would have been more applicable had those practices become evident within the transformational leadership empirical research works (Yu et al., 2002 & Yukl, 1999). It is also alleged that transformational leadership theory is overly elitist and that it lays an excessive amount of emphasis on the heroic image of the leaders and practically at the cost of many followers (Conger, 1999).

It has been strongly criticized that this theory does not have robust background of qualitative and quantitative research related to the arousal of feelings and goals, optimism or pessimisms, adjustments of faith and contingencies in relation to reward and punishments and also an improvement of increase in commitment to tasks (Northouse, 2007 and Yukl, 1999). Transformational leaders are also narcissistic. They have a tendency to live on power and manipulation. Besides that, some comparatively dependent followers can proceed to develop powerful, unfortunate and imbalanced relationship with the leaders (Lowe et al., 1996).

## **FINDINGS AND DISCUSSION**

Transformational leadership approaches are still an effective leadership strategy in this turbulent organizational and corporate environment, notwithstanding the severe criticism they receive among scholars and academics. Most of the writers described the same fact that a transformational leader shows how to make the vision come true, leads by example, is confident and optimistic, instills values by symbolic actions, works in a clear and appealing way, and provides followers with the means they will use to make it a reality. Transformational leaders mentor and support the employee mindfulness by stating a vision that raises the level of attention and consideration of the relevance of organizational values, goals, and performances by the employees.

Transformational leadership can lead to higher levels of performance and production and also to high levels of organizational commitment, work happiness and employee engagement. Under transformational leadership, the employees are suddenly motivated in three ways; they become more independent and confident; they find a social unity with other employees or the company; and they relate the values of the organization and their own. The transformative leadership has been challenged as immoral especially by libertarians and organizational development professionals. Transformational leadership has a possibility of power abuse. Moreover, other followers may be reliant on their leaders and become quite close to them. The following table (Table 3) illustrates the key findings of transformational leadership.

Table 3: Key Findings Table

<b>Key Findings</b>	<b>Description</b>
Effectiveness of Transformational Leadership	Despite criticism, it remains a viable leadership strategy in dynamic organizational settings.
Key Characteristics	Visionary, leads by example, acts with confidence, emphasizes values, provides clarity, and empowers followers.
Impact on Employees	Enhances mindfulness, increases commitment, job satisfaction, and engagement.
Employee Stimulation Areas	Autonomy and self-confidence, Social cohesion with peers and the organization, Alignment of personal values with organizational goals.
Potential Risks & Criticism	Possibility of power abuse, Over-dependence of followers on leaders, Ethical concerns particularly from libertarians and organizational development professionals.

The following figure (Figure 3) illustrates the key findings of transformational leadership:



Figure 3: Key Findings

### Limitations and Future Research Directions

The professionals of organization behavior never think that a theory is superior and is always right. New theory will enter the scene to replace the old one or even discovering unexplored fields of leadership methods (Shrivastava, 1983). New research works shall attempt to ignore the negative and that shall only strengthen the concepts of transformational leadership and its application and success rate shall be directed towards an upward trend. This paper is a review article using secondary sources only. Further knowledge development in this field should be carried out in the next more quantitative research. Transformational leadership has been widely investigated in the Western environment, with a lack of knowledge on its effectiveness and applicability in other

cultural contexts. Further studies may focus on the impact of the cultural aspects on the practice and the results of the transformational leadership in different global settings. Moreover, the majority of research related to transformational leadership is concerned with immediate results. Research that examines the long-term effect of transformational leadership on organizations, employees, and their performance is needed. This may include longitudinal research or post-factum research.

## CONCLUSION

The transformational leadership style is definitely a diversified and revised contribution to the sphere of the leadership theory and practices. This review article has given a detailed analysis of transformational leadership and its effects and critique. The researcher discovered that transformational leadership, which is inspirational and visionary in nature has been found to be effective in the motivation of the followers, enhancement of organizational performances and development of positive results at both individual and group levels. The researcher also stated the four main elements of transformational leadership, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration and explained their role in organizational success and employee welfare. Transformational leaders can do so through charisma, individualized consideration, intellectual stimulation and inspirational motivation, which are very likely to advantage performance beyond the expected level and cause massive transformation in both individuals and organizations. Nevertheless, it should be noted that the use of the transformational leadership is not free of its difficulties. Some of the pitfalls that the researcher has addressed include over-reliance on the leader due to the effect of charisma-based leadership and the role of ethics in enforcing this type of leadership. This paper has proposed that transformational leadership is still an effective instrument in inspiring and motivating individuals and groups to deliver outstanding results. It will be important to comprehend the peculiarities of its application and its potential in different settings to enable organizations to achieve sustained success and the advancement of their leaders. As we proceed to trace the dynamic nature of leadership, it is also apparent that transformational leadership will still continue to play a significant role in the changing world of organizational leadership and management.

## Ethical Approval

This study is a review paper based on previously published literature; therefore, no ethical approval or informed consent was required as it involved no human or animal subjects.

## Conflict-of-Interest Statement

The author declares that there is no conflict of interests.

## REFERENCES

1. Abbas, M., & Ali, R. (2021). Transformational versus transactional leadership styles and project success: A meta-analytic review. *European Management Journal*. <https://doi.org/10.1016/j.emj.2021.10.011>
2. Affandie, M. B., & Churiyah, M. (2022). Transformational leadership: An overview and bibliometric analysis. *Jurnal Syntax Transformation*, 3(5), 655–666.
3. Ahmad, M. K., Abdulhamid, A. B., Wahab, S. A., & Nazir, M. U. (2022). Impact of the project manager's transformational leadership, influenced by mediation of self-leadership and moderation of empowerment, on project success. *International Journal of Managing Projects in Business*, 15(5), 842–864.
4. Anderson, H. J., Baur, J. E., Griffith, J. A., & Buckley, M. R. (2017). What works for you may not work for (Gen) Me: Limitations of present leadership theories for the new generation. *The Leadership Quarterly*, 28(1), 245–260.
5. Antonakis, J., & House, R. J. (2013). The full-range leadership theory: The way forward. In *Transformational and charismatic leadership: The road ahead (10th anniversary ed., pp. 3–33)*. Emerald Group Publishing.

6. Avey, J. B., Hughes, L. W., Norman, S. M., & Luthans, K. W. (2008). Using positivity, transformational leadership, and empowerment to combat employee negativity. *Leadership & Organization Development Journal*, 29(2), 110–126.
7. Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315–338.
8. Barbuto, J. E., Jr. (2005). Motivation and transactional, charismatic, and transformational leadership: A test of antecedents. *Journal of Leadership & Organizational Studies*, 11(4), 26–40.
9. Barling, J., Christie, A., & Hopton, C. (2011). *Leadership and organizational behavior*. Sage Publications.
10. Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18(3), 19–31.
11. Bass, B. M. (1985). *Leadership and performance beyond expectations*. Free Press.
12. Bass, B. M. (1998). *Transformational leadership: Industrial, military, and educational impact*. Lawrence Erlbaum Associates.
13. Bass, B. M., Avolio, B. J., & Atwater, L. (1996). The transformational and transactional leadership of men and women. *Applied Psychology: An International Review*, 45, 5–34.
14. Bass, B. M., & Avolio, B. J. (Eds.). (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
15. Bass, B. M., & Steidlmeier, P. (1999). Ethics, character, and authentic transformational leadership behavior. *The Leadership Quarterly*, 10(2), 181–217.
16. Bednall, T. C., Rafferty, A. E., Shipton, H., Sanders, K., & Jackson, C. J. (2018). Innovative behaviour: How much transformational leadership do you need? *British Journal of Management*, 29(4), 796–816.
17. Bligh, M. C. (2017). Leadership and trust. In J. Marques & S. Dhiman (Eds.), *Leadership today: Practices for personal and professional performance* (pp. 21–42). Springer.
18. Bono, J. E., & Judge, T. A. (2004). Personality and transformational and transactional leadership: A meta-analysis. *Journal of Applied Psychology*, 89(5), 901–910.
19. Bose, T. K., & Haque, E. (2011). Transformational leadership: Concepts, applications, criticisms and evaluations. *International Journal of Business and Management*, 40–49.
20. Brighouse, T. (2003). Transformational and transactional leadership. <http://www.bgfl.org/services/leaders/files/leadship.pdf>
21. Brown, A. D. (1994). Transformational leadership in tackling technical change. *Journal of General Management*, 19(4), 1–12.
22. Burns, J. M. (1978). *Leadership*. Harper & Row.
23. Chandan, J. S. (2001). *Organizational behaviour*. Vikas Publishing House.
24. Chekwa, E. (2001, July 12–14). Searching for African American transformational leaders. *Academy of Business and Administrative Sciences 4th International Conference*, Quebec City, Canada.
25. Ciulla, J. B. (1995). Leadership ethics: Mapping the territory. *Business Ethics Quarterly*, 5, 5–28.
26. Colquitt, J. A., Scott, B. A., & LePine, J. A. (2007). Trust, trustworthiness, and trust propensity. *Journal of Applied Psychology*, 92(4), 909–927.
27. Conger, J. A. (1999). Charismatic and transformational leadership in organizations. *The Leadership Quarterly*, 10(2), 145–170.
28. Cooper, C. L., & Finkelstein, S. (2021). *Leadership and management in the 21st century*. Routledge.
29. Cox, P. L. (2001). Transformational leadership: A success story at Cornell University. *ATEM/AAPPA Conference Proceedings*.
30. Crawford, C. B., Gould, L. V., & Scott, R. F. (2003). Transformational leader as champion and techie. *Journal of Leadership Education*, 2(1).
31. Dansereau, F., Cho, J., & Yammarino, F. J. (2006). Avoiding the fallacy of the wrong level. *Group & Organization Management*, 31, 536–577.
32. Desky, H., Mukhtasar, M. I., Ariesa, Y., Dewi, I. B. M., Fahlevi, M., Nur, M., et al. (2020). Did trilogy leadership style influence financial performance? *Systematic Reviews in Pharmacy*, 11, 297–305.
33. Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership. *Journal of Applied Psychology*, 87(4), 611–628.
34. Downton, J. V. (1973). *Rebel leadership*. Free Press.
35. Eskandari, M. (2014). Analysis and criticism on transformational leadership. *International Journal of Leadership Studies*, 124–126.

36. Fernet, C. (2015). Transformational leadership and optimal functioning at work. *Work & Stress*, 29(1), 11–31.
37. Fourie, W. (2022). Leadership and risk. *Leadership & Organization Development Journal*, 43(4), 550–562.
38. Gellis, Z. D. (2001). Social work perceptions of leadership in health care. *Social Work Research*, 25(1), 17–25.
39. Gill, A., Flaschner, A. B., & Shachar, M. (2006). Mitigating stress and burnout. *International Journal of Contemporary Hospitality Management*, 18, 469–481.
40. Hall, J., Johnson, S., Wysocki, A., & Kepner, K. (2002). Transformational leadership. University of Florida IFAS Extension.
41. Hassan, S., Suki, N. M., Akhtar, M., Khan, K. Z., & Hassan, N. (2022). Role of humble leadership. *Bulletin of Business and Economics*, 11(2), 235–243.
42. Hay, I. (2006). Transformational leadership: Characteristics and criticisms. *E-Journal of Organizational Learning and Leadership*, 5(2).
43. Ibarra, H. (1993). Network centrality, power, and innovation. *Academy of Management Journal*, 36, 471–501.
44. Jaroliya, D., & Gyanchandani, R. (2022). Transformational leadership and team performance. *Vilakshan-XIMB Journal of Management*, 19(1), 87–105.
45. Jensen, U. T., & Bro, L. L. (2018). Transformational leadership and intrinsic motivation. *The American Review of Public Administration*, 48(6), 535–549.
46. Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership. *Journal of Applied Psychology*, 89(5), 755–768.
47. Jung, D. I., Chow, C., & Wu, A. (2003). Transformational leadership and innovation. *The Leadership Quarterly*, 14, 525–544.
48. Kadiyono, A. L., et al. (2020). Leadership style model for teachers. *Systematic Reviews in Pharmacy*, 11, 363–373.
49. Kark, R., Shamir, B., & Chen, G. (2003). The two faces of transformational leadership. *Journal of Applied Psychology*, 88, 246–255.
50. Kelly, M. L. (2003). Academic advisers as transformational leaders. *The Mentor*.
51. Khan, H., et al. (2020). Impact of transformational leadership. *Future Business Journal*, 6, 1–13.
52. Khan, S. A. (2017). Transformational leadership and organizational learning. *International Journal of Research in Commerce and Management*, 8(9), 1–6.
53. Konorti, E., & Eng, P. (2008). The 3D transformational leadership model. *Journal of American Academy of Business*, 14(1), 10–20.
54. Liao, H., & Chuang, A. (2007). Transforming service employees. *Journal of Applied Psychology*, 92, 1006–1019.
55. Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership. *The Leadership Quarterly*, 19(2), 161–177.
56. Lowe, K. B., Kroeck, K. G., & Sivasubramaniam, N. (1996). Effectiveness correlates of leadership. *The Leadership Quarterly*, 7(3), 385–425.
57. Lussier, R. N., & Achua, C. F. (2004). *Leadership: Theory, application, skill development*. Thomson-West.
58. Matteson, J. A., & Irving, J. A. (2006). Servant versus self-sacrificial leadership. *International Journal of Leadership Studies*, 2(1), 36–51.
59. Mayastinasari, V., & Suseno, B. (2023). Transformational leadership and knowledge sharing. *International Journal of Professional Business Review*, 8(7).
60. Muhdar, et al. (2022). Leadership and employee satisfaction. *Frontiers in Psychology*, 13.
61. Negussie, N., & Demissie, A. (2013). Leadership styles of nurse managers. *Ethiopian Journal of Health Sciences*, 23(1), 49–58.
62. Northouse, P. G. (2016). *Leadership: Theory and practice* (7th ed.). Sage Publications.
63. Northouse, P. G. (2019). *Leadership: Theory and practice*. Sage Publications.
64. Odumeru, J. A., & Ifeanyi, G. O. (2013). Transformational vs transactional leadership theories. *International Review of Management and Business Research*, 2(2), 355–361.
65. Omnia Mind. (2023). Transformational leadership: The key to inspiring employees.

66. Podsakoff, P. M., et al. (1990). Transformational leader behaviors. *The Leadership Quarterly*, 1, 107–142.
67. Polychroniou, P. V. (2009). Emotional intelligence and leadership. *Team Performance Management*, 15(7/8), 343–356.
68. Rafferty, A. E., & Griffin, M. A. (2004). Dimensions of transformational leadership. *The Leadership Quarterly*, 15(3), 329–354.
69. Rawashdeh, A. M. (2023). Transformational leadership and job satisfaction. *Journal of Namibian Studies*, 35, 4731–4739.
70. Robbins, S. P., & Coulter, M. (2007). *Management*. Pearson Prentice Hall.
71. Schein, E. H. (2004). *Organizational culture and leadership*. Jossey-Bass.
72. Shin, S. J., & Zhou, J. (2003). Transformational leadership and creativity. *Academy of Management Journal*, 46(6), 703–714.
73. Shrivastava, P. (1983). Typology of organizational learning systems. *Journal of Management Studies*, 20, 1–12.
74. Simic, I. (1998). Transformational leadership. *Facta Universitatis*, 1(6), 49–55.
75. Spreitzer, G. M., et al. (2005). Traditionality matters. *Journal of Organizational Behavior*, 26, 205–227.
76. Stone, A. G., et al. (2003). Transformational versus servant leadership. *Servant Leadership Roundtable*.
77. Strauss, K. G. (2009). Proactivity and leadership. *British Journal of Management*, 20(3), 279–291.
78. Stuart-Kotze, R. (2003). Transformational vs transactional management. <http://managementlearning.com>
79. Sušanj, Z., & Jakopec, A. (2012). Fairness perceptions and job satisfaction. *Psychological Topics*, 21(3), 509–526.
80. Susanto, B., Tukiran, M., & Wiguna, W. (2023). The relationship between transformational leadership and job satisfaction: A literature review. *International Journal of Economy, Education, and Entrepreneurship*, 3(2), 542-552.
81. Templeton, G. F., & Snyder, C. A. (2000). Organizational learning. *International Journal of Technology Management*, 20(5), 765–781.
82. Tepper, B. D. (2018). Examining follower responses. *Academy of Management Journal*, 61(4), 1343–1368.
83. Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment. *Academy of Management Review*, 15(4), 666–681.
84. Thomas, W. H. N. (2017). Transformational leadership and performance outcomes. *The Leadership Quarterly*, 28(3), 385–417.
85. Tichy, N. M., & Devanna, M. A. (1986). *The transformational leader*. John Wiley & Sons.
86. Wang, D. (2014). Shared leadership and team effectiveness. *Journal of Applied Psychology*, 99(2), 191–198.
87. Wang, G., et al. (2011). Transformational leadership and performance. *Group & Organization Management*, 36(2), 223–270.
88. Warrilow, S. (2012). Transformational leadership theory. *Ezine Articles*.
89. Wen, T. B., et al. (2019). Leadership styles and job performance. *International Journal of Academic Research in Business and Social Sciences*, 9(9), 55–65.
90. Yu, H., Leithwood, K., & Jantzi, D. (2002). Transformational leadership and teachers' commitment. *Journal of Educational Administration*, 40(4/5), 368–390.
91. Yukl, G. (1999). An evaluation of conceptual weaknesses in transformational and charismatic leadership theories. *The Leadership Quarterly*, 10(2), 285–305.
92. Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson Education.